

WORKFORCE INVESTMENT ACT

LOCAL PLAN GUIDELINES

MARCH 2005



Submit Plan To:

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Submit By:

April 29, 2005

WORKFORCE INVESTMENT ACT

2005 LOCAL PLAN GUIDELINES

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Purpose

The U.S. Department of Labor (DOL) is anticipating the reauthorization of the Workforce Investment Act (WIA) within a two year period, and therefore, is requiring states to submit a plan for only **the first two years of the five year planning cycle** required in WIA. The Department of Workforce Development (DWD) is issuing these *Local Plan Guidelines* to coincide with DOL's requirements for the WIA Title I State Plan. The plans developed as outlined in these *Local Plan Guidelines* are intended to be a partial-version of a more comprehensive Workforce Development Area (WDA) Plan that will be due in fall 2005. The plans developed from these *Local Plan Guidelines* will be incorporated as a portion of the larger plans. Further guidance regarding the more comprehensive plans will be released in the coming months.

Wagner-Peyser and its collaboration with Unemployment Insurance is done at the state level with local and state input. Title I Local Plans and the state Wagner-Peyser and Unemployment Insurance plan will be developed into an overall state plan and submitted to DOL.

These local and state plans require that certain structures, relationships and processes be established that require the involvement of the other mandatory partners under WIA. These guidelines provide a framework for the collaboration of Workforce Development Boards (WDBs), Local Elected Officials, businesses and other partners to continue the development of workforce investment systems that address customer needs, deliver integrated, user-friendly services, and are accountable to the customers and public. These guidelines also incorporate the U.S. DOL's and the state's new strategic direction for a demand-driven workforce investment system that contributes to Wisconsin's goal of ensuring qualified workers for quality jobs.

Introduction

WIA provides a focus for the development of workforce investment systems which cover the entire WDA. This focus is dependent on thinking and planning strategically and developing a vision of how each area's workforce investment system will look over the next two years. WDBs in partnership with chief elected officials and the State have the responsibility to carry this out.

Broadly, Federal goals for the workforce investment system for this planning cycle include:

- Realizing the reforms envisioned by WIA including:
 - Integrated, seamless service delivery through comprehensive One-Stop Centers
 - A demand-driven workforce system
 - Maximum flexibility in tailoring service delivery and making strategic investment in workforce development activities
 - Customers making informed choices
 - Increased fiscal and performance accountability
 - A youth program focused on out-of-school populations with increased accountability for employment and/or secondary and post-secondary education outcomes
- Incorporating new statutory and regulatory program requirements that have evolved since the passage of WIA, such as priority of service for veterans.
- Providing national strategic priorities in:
 - Implementation of a demand-driven workforce system
 - System reform to eliminate duplicative administrative costs and enable increased training investments
 - Enhanced integration of service delivery through One-Stops

- A refocusing of WIA youth investments on out-of-school populations
- Improved development and delivery of workforce information
- Faith-based and community-based organizations playing an enhanced role in workforce development
- Enhanced use of waivers in WIA
- Reporting against common measures across Federal employment and training programs

WIA provides an opportunity to strengthen existing partnerships and develop new partnerships that will reinvigorate and enhance the workforce investment system. This opportunity should be viewed as a way to go beyond a "business as usual" approach with innovative workforce investment strategies.

The Local Plans are to be based on current and projected needs of the workforce investment system as a whole. The needs of job seekers, incumbent workers, youth and businesses are to be considered in every step of the planning process. It is the responsibility of the WDB to maintain a "big picture" view of the system-wide needs of the workforce development area rather than focusing on programmatic and operational details.

To accomplish the objectives set out by WIA and these plan guidelines, WDBs in consultation with the local elected officials must incorporate broad involvement in the development of the Local Plan. Input needs to be received from a variety of stakeholders and the public at each stage of development. An atmosphere of collaboration and partnership and an emphasis on enhancing the entire system rather than categorical programs is to be the outcome of this planning process. It is the WDB's responsibility to provide the leadership to achieve this goal.

Requirements for Completing the Plan

The specific elements of the *Local Plan Guidelines* follow local plan content requirements from the Act (Sec. 118(b)) and the Final WIA Regulations (§661.350(a)). To facilitate your understanding of each section and some individual required items, the right hand column on each page of this guide cites specific sections of the Act, the Final Regulations, and any applicable Department of Workforce Development (DWD) policies. Additionally, resources are also identified to provide background and references. Where available, these references are online resources in the soft copy of these guidelines. These references are intended to assist in the development of the local plan. We have also highlighted in grey those parts of the *Guidelines* that give the specific instructions for completing the Plan.

Consistent with the emphasis on broad collaboration and input into plan development, the WIA requires that the WDB make copies of the Local Plan available for public comments in each county in the WDA. The public comment period can occur immediately following the April 29, 2005 deadline for submittal of the plan to DWD. Revisions to the Local Plan (due to public comments) are due to DWD by June 10, 2005.

Public comment, at a minimum, is to consist of the following procedures:

- Copies of the Local Plan made available to the public in each county in the WDA through such things as public hearings and local news media.
- Members of the public and the WDB, including business and labor organizations, have an opportunity to comment on the Plan.
- A thirty (30) day period, immediately following the submission of the Plan to DWD, is allowed for comment from the public.

- The WDB makes information about the Plan available to the public on a regular basis through open meetings.
- Any public comments that express disagreement with the Plan and the WDB's response to those comments are to be submitted to DWD by June 10, 2005.

Each Plan is to follow the format of these guidelines:

- All pages numbered, including attachments
- A table of contents, which identifies the name and page number for each section
- Single spaced, double sided, 11 point font on 8.5 x 11 white paper
- Microsoft Word document
- A maximum of 50 pages, excluding attachments
- Stapled or three-hole punched, not bound

Submittal Requirements

Submit an original, three hard copies and one copy by email by 4:30 P.M. on April 29, 2005 to:

Bill Lorenz, Contracts Administrator
Division of Workforce Solutions
P.O. Box 7972, Room A200
Madison, Wisconsin 53707
(608) 261-6314
william.lorenz@dwd.state.wi.us

Review and Approval of the Plan

Upon submission, all plans will be reviewed immediately for completeness. If there is a problem, WDBs will be notified within three weeks. The content of plans will be reviewed and approved by June 30, 2005, unless DWD, the Governor's designee, determines in writing:

1. There are deficiencies in local workforce investment activities that have not been addressed;
or
2. The plan is determined inconsistent with Title I and the regulations of WIA, including required public comment provisions.

Plan Guideline Revisions

Due to the evolving nature of the WIA, it may become necessary to revise these *Local Plan Guidelines*. The U.S. DOL is scheduled to release the *WIA State Planning Guidance Final Regulations* in late March 2005. Additional information on common performance measures and other policy decisions may also be distributed by DOL.

The Governor's Council on Workforce Investment may also provide further information that may impact these plan guidelines, and there may be other unforeseen factors that impact these guidelines.

There has been no indication from DOL that the due date for the WIA State Plan will be adjusted. Despite these potential revisions, we do not have any flexibility with the April 29, 2005 due date for Local Plans.

Modification Procedures

Each Local Plan is considered a living document that will need to be modified over the course of the two years. As required in §661.355 of the WIA Final Regulations, DWD, acting on behalf of the Governor, has established procedures for modifying local plans. These requirements are outlined in DWD policy 03-02.

Key Dates

Local Performance Negotiations Begin	2/18/05
<i>Local Plan Guidelines</i> Issued	3/15/05
Local Performance Negotiations Due to DWD	4/15/05
Local Plans Due	4/29/05
Local public comment period begins	5/01/05
WIA State Plan Due to DOL	5/31/05
Public comments and revisions of Local Plan, if any, due	6/10/05
Local Plans Approved	6/30/05
WIA Program Year 05 Begins	7/01/05

Assistance

If you have questions, or would like assistance, please contact:

Dianne Reynolds (608) 266-0988

The Local Program Liaison assigned to your WDA:

Amy Bradley (608) 266-3762
 Theresa Loerke (608) 264-8179
 Karen Pfeil (608) 266-9663
 Ed Saenz (608) 266-1150

I. Workforce Development Area Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

The WDB analysis in this section sets the stage for mapping out strategies to achieve your vision over the next two years. Start by assessing where you are today. Keep in mind the statewide labor market trends that were identified in Attachment A: a continued shortage of young people available to enter the workforce; accelerated retirements; increased employment in most industries; a transition from a manufacturing to technology-based economy; a decline in clerical and administrative opportunities; and high demand in health care and computer technology fields. Remember, all partners, new and old, need to be a part of the development of this section as well as the entire plan.

A. WDA Workforce Investment Needs

1. Describe the local workforce investment needs as they relate to:

a. Employers/Businesses

The Northwest Wisconsin Workforce Investment Board developed a three year (2003-2006) Strategic Plan (Attachment I – Strategic Plan) that has mapped out strategies for this period. This plan will continue to be followed and revised as necessary to achieve the intended goals. The attached plan articulates where we are today in terms of progress and the direction we are headed for future visioning. The NWWIB has always developed responses to the needs of employers/businesses in Workforce Development Area #7. WIB will continue to consider programs and systems that address certain major characteristics of this region. Important Labor Market Information projections and other factors include the following:

*** The Workforce Development Area Profile for Northwest Wisconsin, April 2005, DWD-OEA (Attachment II – WDA #7 Area Profile) projects that over a ten year period ending in 2012 the total number of jobs will increase to 77,960 an increase of 8,250 from 2002.**

*** Education and health services employers will add nearly 3,300 jobs to the region from 2002 to 2012**

*** The number of jobs with ambulatory health providers is projected to increase 43% from 1,950 to 2,790 in 2012.**

*** Leisure and Hospitality are predicted to add 1,020 by 2012.**

*** Information and professional services are likely to add 940 new jobs, nearly a 14% increase.**

*** The third largest industry group in WDA #7, trade, is projected to add 930 jobs during the period.**

*** The overall increase in jobs for the 10 year period in the Northwest region of 11.8% is the smallest increase in jobs projected among all the WDA's in the state.**

*** Population demographics indicate an aging labor force and a dwindling number of new entrants.**

*** The Northwest has a much larger share of people over 65 years of age than the rest of the State (25% vs. 17%).**

*** Since 1990, area employers have created over 10,000 jobs. This**

118(b)(1)(A)
§661.350(a)(1)

trend is expected to continue over the next five years.

* An area heavily dependent upon manufacturing and trade (particularly tourism), the Northwest WDA will assist employers in securing new employees who have requisite job specific and "soft" skills (those skills related to work ethic, interpersonal skills, teamwork and, especially, customer service). The WIB anticipates serving employers by vastly expanding existing incumbent worker services that effect skills upgrades in areas identified in a May, 1999 survey conducted by local Job Centers as follows:

82% requested assistance recruiting qualified job applicants
78% desired to advertise job openings via JobNet or America's Job Bank
44% requested labor law workshops and/or information
35% wanted information on tax credits, training subsidies for targeted groups and other financial incentives
34% desired programs and continuing ed. opportunities provided by the local technical colleges

Specific industry areas projected to exhibit greater than normal growth are:

Health care and Education
Trade: Eating & Drinking, Food Stores,
General Merchandise, Trucking, Self-Employed
Manufacturing: Lumber & Wood Manufacturing,
Industrial Machinery Manufacturing
Leisure/Hospit'y: Hotel/Motel, Business Services, Social Services.

b. Job Seekers

The Northwest WIB examines the present needs of job seekers, and anticipates potential changes in those needs. To create a comprehensive perspective of job seeker needs, critical information from key sources is collected. Input from the WDA's Labor Market Analyst and the WIB's partner agencies (such as economic development and post secondary education) are considered, along with Northwest Wisconsin Concentrated Employment Program (CEP) case management feedback and data on services being sought through the One Stop Job Centers. The WIB ensures that a unified and collaborative response among partners is taken.

Survey information relating to the needs of job seekers was gathered by the local Job Centers indicating that:

78% wanted information on current job openings
47% desired access to JobNet, America's Talent Bank and other Internet resources, including career awareness programs
35% visited the Job Centers seeking information on education and employment and training services
26% cited career assessment as the reason for their visit
24% sought job-seeking assistance, such as resume writing and interview training.

c. Incumbent Workers (Incumbent workers include permanent workers

who have been employed in the same firm for a number of years; low skill/low wage workers in entry level jobs; and contingent workers who are employed part-time, on a temporary basis or are self-employed.)

The WIB ensures that a unified and coordinated outreach plan and service delivery model exists, in concert with the One Stop “no wrong door” policy. Presently, much of the assembly work done in the region requires low to medium skill levels. The WIB believes that the growing need for workers will require more productivity from existing labor force participants, requiring higher skill levels and resulting in higher wages. Several studies conducted in this region by the University of Wisconsin Rural Sociology Department indicate that 75% of the WDA’s demand for labor occurs because of employee turn-over and 25% from job creation. Main reasons for changing jobs: 20-40% because employees were looking for better pay, 12-25% left for better benefits, 8-15% wanted full-time work, 7-15% had family conflicts and 10-13% desired a change.

d. Youth

The growing importance of youth in meeting the region’s labor force needs commands considerable attention. The WIB will contend with solving the perennial problem of graduating youth migrating to regions offering greater wage potential. The structure of the WIB will bring a new and broader concentration of ideas and strategies to bear on this dilemma than has previously existed. Strategies include educating employers on creative benefits programs of particular attraction to young workers. Closer involvement with secondary education in marketing the area’s assets for youth. In addition, the WIB may take advantage of closer coordination with Tech Prep and School to Work efforts in marketing the area’s labor market potential for high school graduates.

B. Labor Market Information

§661.350(a)(2)

1. Identify the current and projected occupational/employment opportunities in your WDA.

Current LMI statistics show a significant increase in the trade and services (particularly health related) sectors over the past years. The Education and Health Services sector provides 20% of all the region’s jobs; health care services accounted for 15% of those, educational services for 45%. Manufacturing employers added jobs between 1990 and 1998, but the overall share of manufacturing in the region dropped from 22% to 18%.

118(b)(1)(B)

Specific occupations projected to provide substantial growth (and the size of that growth in number of new jobs created to 2012) are:

Cashiers 190

Waiters/Waitresses 210

Home Health Aides 140

Retail Sales 220

Registered Nurses 310

Child Care 60

General Office Clerks 50

Nursing Aides/Orderlies 300

Food Prep. Workers 210

Personal and Home Care Aides 180

Electricians 80

Social/Human Service Assts 90

Truck Drivers (Heavy) 360

Bus Drivers/School 80

Preschool Teachers 70

Reception/Info Clerks 130

Bartenders 80

Carpenters 210

Plumbers/Pipe fitters 50

Hairdress/Hairstyl/Cosmetologists 50

2. Describe the job skills necessary to obtain the current and projected employment opportunities.

The following projections will illustrate the importance of this fact. Of the annual 2,600 total job openings projected to occur until 2012, 1,140 or 44% are classified as requiring a short-term on-the-job training path. 17% or 450 jobs are classified as requiring a moderate-term on-the-job training path. Long-term on-the-job training is estimated at 9% or 230 jobs. The balance of associate degree training up to doctoral degree jobs make up 30% of the projected annual openings of 2,600. Therefore approximately 70% of the projected job openings each year until 2012 will require job skills classified as primarily on-the-job training in nature where "soft skills" like attendance, attentiveness and learning abilities are critical.

118(b)(1)(C)

3. Identification of high demand/high wage jobs and industry clusters, as well as the related skill needs and an assessment of current activities to address those needs in your local area.

C. Assessment of Current Workforce Investment Activities and in the WDA

118(b)(4),(6)

1. Provide a description and assessment of the type and availability of all workforce investment activities available to adults and dislocated workers/displaced homemakers in the WDA.
A present description of those services would begin at the Job Centers. WDA #7 has eight of these centers strategically located throughout the ten county area. In addition, two satellite locations are staffed in other, more remote locations. Each of these offices provides activities consistent with those described in the Workforce Investment Act as Core, Intensive and Training. Job Specific and Career assessments are currently offered, in addition to intensive case management. Signed Memoranda of Understanding agreements (Attachment III - MOUs/OSO Agreement) exist among the major partners, easing referral and information sharing. Present services available through the area Job Centers also include information on partner services, non-traditional occupations and careers. Customers may receive supportive services, assessments, job opening information, job search assistance and eligibility determination. The regional Technical Colleges provide a comprehensive range of occupational programming and short-term certificate courses. A number of these include work-based or service-learning components to provide contextual learning in actual work settings. Further, the WDA's two primary Technical Colleges, the Wisconsin Indianhead Technical College and the Northcentral Technical College, provide a variety of educational programming and services throughout the WDA. These include "learning centers" that are co-located on site at a number of the Job Centers, providing adult basic education, programming for displaced homemakers, career assessment and workplace success skills. These services are also provided off-site at adjacent technical college campuses via information and referral. Additionally, local services include computers accessible to people with disabilities and computer labs in the Job Centers.
2. Provide a description and assessment of the type and availability of all workforce investment activities available to youth in the WDA.
Among the partners in WDA #7's One Stop system, the following services to youth are offered:
 - * Career guidance and activities which connect In School and Out of School career learning using the Wisconsin Developmental Guidance Model as supported by the local secondary school districts, regional Tech Prep Consortium, the Northwest School to Work Consortium and the Technical Colleges through Carl Perkins and other funds.
 - * In School career education and work-based learning opportunities as supported by secondary education and the Tech Prep group.
 - * Out of School work-based learning as supported by JTPA/WIA programming, secondary education, State of Wisconsin Youth Apprenticeship funding, TANF Self-Paced Youth Apprenticeship funding, Welfare to Work funding, Department of Corrections contracts, Department of Vocational Rehabilitation, and fee-for-service.
 - * Supportive services through JTPA/WIA, School to Work, Community Based Organizations, Faith Based Organizations and

§661.350(a)(7)

DVR. The WIB, through the Youth Council, will be conducting on-going assessments of these programs as measured against need and negotiated standards. Referral through Youth Resource guide.

* Youth programming available through Community Reinvestment funds.

3. Provide a description and assessment of the type and availability of services available to employers in the WDA.

Through the Job Centers, employers are able to access Job Net functions, applicant screening and applicant testing and assessment (both job specific and soft skills). Employee skills upgrading, in the form of both individual basic skills remediation and group workshops on topics such as customer service are offered, some on a fee-for-service basis. Employers may access local, State and national Labor Market Information and information on various employer events, such as Job Fairs, Labor Law Clinics, and upcoming workforce development presentations to Chambers of Commerce and civic organizations. Employers may also avail themselves of computer labs, job coaching, job retention assistance, and Trial Job employees. In addition to accessing these services at the Job Centers, WIA staff conduct on-site visits to businesses to determine needs. Employers also have access to continuing education programming available through our local technical colleges. This includes customized incumbent worker training designed to meet specific needs of employers who are continually upgrading technology and processes; contracted technical assistance designed to assess and enhance productivity; on site workplace education programs designed to assess and bring employee skill levels up to identified competency levels for specific jobs. In addition, employers serve on technical college program advisory committees to provide guidance and to ensure that programming keeps pace with the changing needs of the real world of work.

A List of Updated Services Available to Employers and Job Seekers Include:

- Talent Profiling System – Virtual human resources department and personal assessment to match with available jobs online
- Customized Job Descriptions
- Organizational Charts
- Performance Based Evaluation Systems
- Organizational Policy Handbooks
- Gap Analysis
- Customized Training
- Customized Workshops
- Immediate help during business openings/expansions
- Immediate help during layoff/downsizing
- Solo
- Headhunting

II. Workforce Development Area Vision and Goals

The WDA's vision and goals are to be broad, system-wide strategic goals that apply to the needs of the workforce investment system as a whole. Development of the WDA's vision and goals, as well as the strategies the WDB will use to achieve the

vision and goals will be included in the comprehensive WDA Plan due in fall 2005.
Also attached copy of current Strategic Plan as reference in Section I.

Workforce Development Board

The WDB is the pivotal entity in each WDA to lead the development, coordination and monitoring of a strategic plan that ensures a demand-driven service delivery system with a broader range of partners. WIA partners and stakeholders will have varying roles in these activities and relationships with the WDB. Collaboration with all partners and stakeholders is essential to coordination and enhancement of the entire workforce investment system.

A. Plan Input and Review Process

118(b)(7)

WIA requires a number of coordination and consultation steps as part of the WDB's development of a Local Plan that includes the design and enhancement of the workforce development area's One-Stop delivery system.

1. Describe how the WDB consulted with and provided an opportunity for public comment throughout the WDA on and provide input into the development of the Local Plan, with at least 30 days for comment, with the following key players:

§661.345(b)
 118(c)
 §661.350(a)(8)

- a. Local Elected Officials and the Chief Local Elected Official in his/her partnership/approval role

The Northwest Wisconsin Workforce Investment Board has representation on its Board with most of the key players in the development of the local plan. The Administrative Entity for the WIA funds which is the CEP, Inc. includes the Chief Local Elected officials. The Boards are informed for their input on the local plan through meetings, mailings and through postings in area newspapers with the allowance of 30 days for comment (Attachment IV WIB/LEO Agreement).

- b. Representatives of Business

The Northwest Wisconsin Workforce Investment Board has representation on its Board with most of the key players in the development of the local plan. The WIB membership is comprised of 51 percent of private membership. These members are informed for their input on the local plan through meetings, mailings and through postings in area newspapers with the allowance of 30 days for comment.

- c. Representatives of Labor

The Northwest Wisconsin Workforce Investment Board has representation on its Board with most of the key players in the development of the local plan. The WIB membership includes labor representatives. These members are informed for their input on the local plan through meetings, mailings and through postings in area newspapers with the allowance of 30 days for comment.

- d. One-Stop Mandatory Partners

The Northwest Wisconsin Workforce Investment Board has representation on its Board with most of the key players in the development of the local plan. The WIB membership includes the One-Stop mandatory partners. These members are informed for their input on the local plan through meetings, mailings and through postings in area newspapers with the allowance of 30 days for comment.

- e. Economic Development Entities

The Northwest Wisconsin Workforce Investment Board has representation on its Board with most of the key players in the development of the local plan. The WIB

membership includes economic development representatives. These members are informed for their input on the local plan through meetings, mailings and through postings in area newspapers with the allowance of 30 days for comment.

f. Other Partners and Stakeholders

The Northwest Wisconsin Workforce Investment Board includes other partners and stakeholders who are not seated on the WIB, but have representation on the WIB. These partners and stakeholders are informed for their input on the local plan through mailings and postings in area newspapers with the allowance of 30 days for comment.

2. Submit any comments that express disagreement with the Local Plan, and the WDB's response to those comments. **(There has been none (because the comment period has not opened as of yet)).**

§661.345(c)
118(c)(3)

B. WDB Functions

WIA identifies a number of functions that are geared toward the overall success of the workforce investment system. These functions are to be carried out by the WDB. These functions include:

117(d)

- Development and submission of the Local Plan.
- Assuring coordination of workforce investment activities with economic development strategies and development of other employer linkages.
- Promoting the participation of private sector employers in the local and statewide workforce investment system and ensuring effective provision, through the system, of connecting, brokering, and coaching activities, which assist employers in meeting hiring needs.
- Selection of One-Stop operators and service providers.
- Development of a budget to carry out these functions and direct the disbursement of WIA Title I-B funds.
- Monitoring the One-Stop delivery system and WIA Title I-B programs.
- Negotiating local performance measures with the Chief Local Elected Official and the Governor.
- Assisting in developing the statewide employment statistics system.
- Monitoring access to ensure everyone has access to the One-Stop system and core employment-related services (universal access).

1. Describe any roles and responsibilities as agreed to with the Chief Local Elected Official that may differ or be in addition to those listed above.

No additional roles or responsibilities have been identified.

2. Identify the fiscal agent or entity responsible for the disbursement of grant funds.

118(b)(8)
§661.350(a)(9)

The Northwest Wisconsin Concentrated Employment Program, Inc. receives, accounts for and disburses all WIA grant funds.

3. Identify any WIA statutory or regulatory requirements the WDB would like the State to include as part of a waiver plan to the Department of Labor.

§661.420

The NWWIB is requesting a waiver of the increased earnings standard for incumbent workers. Both employers and employees frequently request assistance with short term, modularized and task based training that can have significant economic benefits to the employer's

profitability and, therefore, stability. However, these training sessions rarely result in immediate large increases in salaries or wages. The ETA Occasional Paper published this past January entitled, "Business as Partner and Customer Under WIA: A Study of Innovative Practices" looked at nine workforce areas from around the U.S. which were identified as high performers in the area of business services. In this report's summary of suggested changes, it states (p. v-7): "Adjust the WIA adult earnings change measure to allow for more incumbent worker training. Nearly every innovative business site said they would like to fund and provide more incumbent worker training. However, Local Areas asserted that they were unwilling to use significant amounts of WIA funding to provide incumbent worker training because incumbent workers typically do not experience large, short term earnings increases following training." The NWWIB is included in this study and concurs.

C. WDB Composition

117(b)(2)

WDBs were recertified by the Governor in 2004 in accordance with WIA law. These recertifications are effective through 12/31/2005. If no changes have been made to your WDB's composition since your WDB was recertified in 2004, please include the descriptions and charts used for the recertification process in reference to #1, 2, and 4 below. If changes have been made, include updated charts and descriptions. For those WDBs that do not have a DWD-certified Board, this process must be completed as part of this plan. WIA plans will not be approved unless this is complete.

117(c)(2) & (3)

1. Describe the nomination and selection process used to appoint local business representatives to the WDB.

Nominations are sought from Business Representatives from across the ten county area. Ads are placed in the local newspapers, and nominations solicited and accepted from chambers of commerce, business clubs, and the State of Wisconsin (Department of Vocational Rehabilitation, Job Service, and Unemployment Compensation). In addition, nominations are accepted from the following organizations: Social Services Directors, Veterans Service Officers, the Ashland and Superior Labor Councils, and regional economic development. Secondary and post-secondary education and community-based organizations also submit nominations. Nominations are accepted by the Northwest Wisconsin Concentrated Employment Program, Inc. Board of Directors, comprised of the ten county CLEOs. Selections are then made within the provisions of the WIA and within the guidelines of the final regulations.

2. Provide a complete updated WDB membership list by completing the WDB Membership Form A (**Attachment V – WDB Membership List**).

3. Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB subcommittee structure.

At the 03/24/05 WIB meeting, the attached WIB Subcommittee changes were approved (Attachment VI – March 23, 2005 NWWIB Meeting Minutes**)**

4. Describe the process the WDB will use to notify the chief local elected official of any vacancies and to fill those vacancies with appropriate representatives.

Members of the WIB are appointed by WDA #7's Chief Elected Officials based on nominations received from general business organizations and from educational, labor and other public interest agencies. Private sector nominations shall be made by the Chambers of Commerce and shall represent 150% of the number of private sector members to be appointed. Nominations from other organizations shall come from the organizations. After the initial formation, the WIB may determine the size of the WIB and the members' terms. There should be a minimum of one private sector member from each county, if possible. Any vacancies in the membership of the WIB shall be filled in the same manner as the original appointments, except that the size of the WIB shall, after the original appointments, be determined by the WIB and any removals from the WIB shall be in accordance with procedures established by the WIB.

D. Youth Council

The Youth Council is a mandatory subgroup of the WDB appointed by the WDB in cooperation with the chief local elected official. Some members of the WDB will serve on the Youth Council in addition to other individuals who have expertise or special interest in youth policy and services. Members of the Youth Council who are not appointed members of the WDB are to be voting members of the Youth Council.

117(h)

1. Describe the role and responsibilities of the Youth Council. (From purely advisory to the WDB to overall delegation but with ultimate authority still retained at the WDB level).

The Youth Council is a committee comprised of members of the Northwest Wisconsin Workforce Investment Board and other community members with a special interest or expertise in youth policy. The Council elects its own chairperson. It shall be the responsibility of the Youth Council to provide general oversight and guidance to the agency in the administration of the various youth programs authorized and funded by the Workforce Investment Act. This oversight and guidance entails review of the plans of the respective youth programs giving special attention to goals, objectives and budgets prior to implementation, and periodic analysis of actual operation through the completion of the period for which respective plans were written. The Council will also meet with the Executive Director whenever either the Council, or the Executive Director deems such a meeting necessary.

2. Identify circumstances which constitute a conflict of interest for Youth Council members and describe how codes of conduct and conflict of interest issues related to Youth Council members will be addressed.

The WIB will consider requiring members of the Youth Council (as well as the WIB itself) to sign a Conflict of Interest statement similar to the one referenced in previous section on Conflict of Interest.

3. Complete the Youth Council Membership Chart (Form B). This chart requests a list of members of the Youth Council, their titles and the organizations they represent, as well as a description of the solicitation and selection processes used to garner nominees from required membership categories. **A complete membership chart is included as (Attachment VIII – Youth Council Member Chart).**

4. **Members were recruited from among the WIB, and through direct solicitation in each community through CEP field level staff. This direct solicitation included agencies, businesses, and program participants/parents.**
 5. Describe the Youth Council's recent activities, frequency of meetings, and level of involvement in WDB activities. Include a schedule of meetings. If the Youth Council has not been active, include your plans for reactivating.
- The WIB Youth Council has not met since June of 2003. When they were activated in March of 2000, the Committee met twice a year. In between meetings, the Youth Council members were given assignments on researching what type of youth activities are taking place in their areas. As a result, there has been progress made through CESA, CEP, the Technical Colleges and K-12 institutions in identifying youth with specials needs who would benefit from more involvement of education and employment and training programs in order to better prepare them for higher education and eventually employment. Since these institutions have been working collaboratively on such initiatives, the Youth Council has not met. Consequently, this Committee will be reactivated to give a report of where they're at in terms of working with youth on helping them graduate, gaining more parental involvement and selecting a career path.**

E. WDB Support and Administration

Section 117(d)(3)(B)(ii) authorizes the WDB to employ staff. The WDB may be supported by WIA Title I and other programs operated by the WDB and locally reached agreements with other partners, subject to program cost limits and policy direction.

1. Provide a complete description of the WDB's support and administrative procedures. Include in your description the number and type of staff that are both directly funded by the WDB and those that provide in-kind support from local partner and related organizations.
The WIB recently approved changes to their existing by-laws on 03/24/05. The WIA- funded WIB Deputy Director also provides coordination and liaison work for the WIB. The Northwest Wisconsin Concentrated Employment Program, Inc. will be the employer of record for this position. Direct supervision of the WIB Deputy is provided by the WIB Executive Director.
2. Include an organizational chart of WDB staff, administration and support.
(Attachment IX – WDB/Administrative Staff Organizational Chart)
3. Describe the distribution of administrative funds subject to the 10% limit, as allocated to:
 - a. WDB support – 13%
 - b. One-Stop Operator – 0%
 - c. Core/Intensive Services – 34.97%
 - d. Training – 52%
 - e. Other – Youth Boards - .03%

Costs are distributed directly to activities which are directly using resources and benefiting from the use of resources whenever possible. A Cost Allocation Plan for allocating of indirect costing based on a

standard formula is used to allocate costs that can not be readily identified with a specific activity. This Cost Allocation Plan has been monitored by the State of Wisconsin and has been accepted as a reasonable and allowable method of allocating indirect costs.

Costs are distributed directly to activities which are directly using resources and benefiting from the use of resources whenever possible. A Cost Allocation Plan for allocating of indirect costing based on a standard formula is used to allocate costs that can not be readily identified with a specific activity. This Cost Allocation Plan has been monitored by the State of Wisconsin and has been accepted as a reasonable and allowable method of allocating indirect costs.

III. One-Stop Delivery System Including One Stop Operators and Memorandums of Understanding

WIA assigns local responsibility to the WDB, in collaboration with the Chief Local Elected Official (CLEO), to ensure the creation and maintenance of a One-Stop system in the WDA.

§662.100(a)

As required in Section 118 of WIA law, local plans must include a description of the One-Stop delivery system in the local area and a copy of each Memorandum of Understanding. DWD will establish guidelines for including these into the WDA Plan due in fall 2005.

118(2)

IV. Demand-driven Workforce Investment System

The transition to a demand-driven workforce system is supported by both DOL and by the Governor through the *Grow Wisconsin initiative*, which focuses on strategies to create good paying jobs and a robust economy. A demand-driven workforce system is market driven, responsive to local economic development needs, contributes to the economic well-being of the community, and promotes workforce quality. The public workforce investment system must focus its efforts on enhancing relationships with quality employers (family-supporting wages, health benefits, 401ks, promotion from within policies, career ladders, employer-sponsored training, tuition reimbursement programs, etc.) in order to connect job seekers to better jobs.

Development of a demand-driven strategic plan requires using economic information and analysis to drive strategic investments, identify strategic partners, and design effective service delivery systems. Some of the important elements of a demand-driven workforce system include: economic analysis; workforce strategies that target high growth, high demand industries and occupations; strategic partnerships with the public workforce system, business and industry, and education and training providers; a solutions-based approach to service delivery (instead of menu-based approach) that effectively leverages workforce investment resources; availability of a full array of assets through the One-Stop system to support individuals and business needs; and demand-driven career guidance.

- A. Describe what system or process, if any, your WDB has in place to work with businesses and find out what their needs are. **Currently, the Job Centers in WDA #7 have staff that meet with businesses to identify their needs. After businesses are assessed, services are offered based upon what difficulties they are incurring. WDA #7 has established successful business services as described under *Workforce Investment Needs* in section 1, number 3.**
- B. Describe the partnerships with regional business associations that the WDB has developed, such as Chambers of Commerce, local economic development organizations, and others. **The NWWIB membership consists of individuals who are members of area Chambers and are members of local economic development organizations. The NWWIB also has representation on its Board from economic development. The NWWIB recently created an Economic Development Coordination Committee in September of 2004, with the intention of developing stronger partnerships between workforce development, economic development and education. The meetings have resulted in a local Technical College who is represented on the NWWIB to host a two day training called *Economic Development Professionals Training*. This goal of this training is bring all area economic development groups together with members of the WIB and other partner agencies to educate individuals on how economic development organizations work in our region and how economic development organizations can benefit from regionalization.**
- C. Describe what industries your WDB has focused on. Include your methodology of choosing these industries, and any service strategies that you have undertaken related to training. **The NWWIB has been focusing on developing industry clusters in order to build collaborative partnerships between businesses to help strengthen the economy of our area and to help their business become more profitable. Industries that the NWWIB has identified to focus on are transportation, the environment, the woods industry, education, government and manufacturing. The methodology used to choose these industries was based on these being predominant industries in our area that have growth potential and can benefit from collaborating with like industries to strengthen their own. Service strategies related to training have been through an educative process such as meetings conducted by local Job Center staff and members of the NWWIB with employers on how to strengthen their industry in our area.**
- D. Indicate how case managers, front-line staff, and other employees are kept informed of in-demand occupations. **They are informed through regular updates in the form of memos, newsletters and publications that Job Center management receive from state and local labor market analysts. Staffs are also aware of in-demand occupations through their work at the Job Centers. Partnerships with technical colleges and employment and training programs keep them up to date in order to meet the labor market needs of our area.**
- E. Describe how the WDB will use growing industry information in planning the future of your workforce delivery model. **The NWWIB will share this information with their Board, sub-committees and Job Center staff in order to come up with a comprehensive strategy that will fit our labor market needs and changing demographics, which will be customized**

depending on where the industry growth areas are.

- F. Describe any other new or innovative strategies that your WDB has undertaken or partnered in to better respond to evolving labor market needs and become demand-driven. **The NWWIB has received federal grants in order to implement an online job matching system, which has been instrumental in increasing our placements, while decreasing our cost per placement. The NWWIB is in the process of implementing this service statewide with other WDB's. Along with this, our NWWIB has also created business services that focus on human resources. This helps businesses make better hiring decisions resulting in higher employee retention and increased profitability.**
- G. Describe what system or process your WDB has in place or will undertake to prioritize efforts to work with quality employers. **The NWWIB has identified specific characteristics of working with quality employers. These tiered services were established with the notion that giving the quality employers premier services will allow them to become more efficient. A good example is providing enhanced incumbent worker training, which will result in increased earnings for workers. The tiered services for employers are ranked by whether or not an employer provides health care benefits and does the worker wage meet the state average of wages paid. The NWWIB did not want to eliminate helping the smaller employers that are more predominant in our area.**

V. WIA Title I Program Services

A. Title I Adult and Dislocated Worker/Displaced Homemaker Service Strategy

1. Adult Funding Priorities

- a. WIA allows WDBs the flexibility to prioritize the use of Title I funds. Describe the process that the WDB will use to direct its One-Stop Operator(s) (OSO) to give priority to low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.

In the event of insufficient funds to serve all interested parties, the NWWDB will ensure that priority is given to low-income individuals and recipients of public assistance funds by following the Field Level Operating Procedures (FLOP) in which Priority of Selection Criteria has been stated.

- b. The U. S. Department of Labor issued instructions on September 16, 2003 relating to implementation of the Jobs for Veterans Act. This guidance, issued in Training and Employment Guidance Letter (TEGL) 5-03, requires priority of service to Veterans (and some spouses) for all DOL training programs. Describe the process that the WDB will use to direct its OSO(s) to give priority to veterans and veterans' spouses as required in TEGL 5-03 and DWD Policy Update 04-03 if funds become too limited to serve all interested participants.

The WDB has priority of services to Veterans in place. See (Attachment X - Veterans) In broad terms, representation on the WIB of the veteran's population will ensure that Title I programming is responsive to that segments' varying needs. A case management

134(d)(4)(E)
§663.600
§661.350(a)(11)

TEGL 5-03
DWD Policy
Update 04-03
Jobs for
Veterans Act,
107-288

system, recognized by State and national workforce development organizations for its effectiveness, has been adapted to the WIA. These adaptations will ensure continuing emphasis on identifying and meeting the individual needs of veterans and their spouses. Partner referral agreements will be updated to WIA and WIB requirements. These partners include the Department of Vocational Rehabilitation, the Job Service, the Technical College's, Community Based Organizations, Secondary Education, County Human Services, and other local and regional initiatives and programs, such as advocacy and service groups for the disabled. Also, the Northwest Wisconsin Concentrated Employment Program, Inc. will retain its strategy of community/agency outreach and information dissemination. This strategy includes regular itinerant office hours in small, isolated communities for whose residents travel to Job Centers for Title I services is impractical or impossible.

2. Mix of Services with Title I Funding

WIA establishes that Title I funds can be used to provide core, intensive, and training services. The WDB has the authority and flexibility to decide the percentage of funds that goes to each level of service. Describe the WDB's plan for the allocation of funds between service categories for both adults and dislocated workers. Show the percentages for core, intensive, and training allocations for the Adult and Dislocated Worker programs.

Mix of Services with Title I Funding.

The WDB plans for allocation of funds between service categories are:

Adults:

Core Services:	24%
Intensive Services:	12%
Training Services:	64%

Dislocated Workers:

Core Services:	20%
Intensive Services:	10%
Training Services:	70%

3. Displaced Homemakers

WIA expands the definition of dislocated workers to automatically include displaced homemakers.

- a. Describe coordination with any displaced homemaker programs administered by the Wisconsin Technical College System Board.

The Northwest WIB coordinates with the displaced homemaker programs offered by the area Technical Colleges. Continuance of past coordination (joint referral system) will continue, with training offered by the Technical Colleges and Job Development offered by the Northwest Wisconsin Concentrated Employment Program, Inc. It is anticipated that increased coordination under the WIA will ensure an even broader of menu of services from which displaced homemakers may choose.

- b. Describe how services to displaced homemakers will be integrated into the dislocated worker program.

The Northwest Wisconsin Concentrated Employment Program, Inc. has coordinated very closely with the Technical Colleges, Wagner-

Sec.101(10)
§663.120

Peyser and other service providers in past dislocations. This network has included, and will continue to include, outreach and service to displace homemakers. Information on the eligibility of displaced homemakers for dislocated worker services and funding will be a focus of a Marketing Specialist. Targeted recruitment materials are disseminated to Domestic Abuse Shelters and Human Service agencies. Staff has been trained on inclusion of displaced homemakers as dislocated workers and updated materials are disseminated and service planning is discussed at monthly staff meetings.

4. a. Describe how the WDB will serve each of these significant segments of the population – dislocated workers, including displaced homemakers, low-income individuals (including recipients of public assistance), individuals training for nontraditional employment, and individuals with multiple barriers (including older workers and individuals with disabilities).

112(b)(17)(A)(iv)

In broad terms, representation on the WIB of significant population segments will ensure that Title I programming is responsive to those segments' varying needs. An existing case management system, recognized by State and national workforce development organizations for its effectiveness, is being utilized. These adaptations ensure continuing emphasis on identifying and meeting the individual needs of customers from significant population segments. By infusing this case management system into the One Stop system, broader awareness of agency-specific services among the partners has been achieved, to the benefit of the customer. Partner referral agreements will be updated to WIA and WIB requirements. These partners include the Department of Vocational Rehabilitation, the Job Service, the Technical College's, Community Based Organizations, Secondary Education, County Human Services, and other local and regional initiatives and programs, such as advocacy and service groups for the disabled. Also, the Northwest Wisconsin Concentrated Employment Program, Inc., will retain its strategy of community/agency outreach and information dissemination. This strategy includes regular itinerant office hours in small, isolated communities for whose residents travel to Job Centers for Title I services is impractical or impossible.

Specifically, The WIB will ensure that, at a minimum, the following groups are served as follows:

HIGH NEED GROUPS

Category	% of Incidence	% Service	% Placed
Females	57%	57%	57%
Older Workers	17%	17%	17%
Minorities	13%	13%	13%
Disabled	6%	6%	6%
TANF	3%	3%	3%

School Dropouts 17%

17%

17%

In addition to Core services, members of each group may avail themselves of Intensive and Training services as offered through the Job Center menus. Referral for these services will be made by Job Center staff who will determine that Core services were unsuccessful in helping the individual secure unsubsidized and self-sufficient employment. Each Job Center will be involved in continuing the process of improving the quality of services to their participants by developing techniques and procedures related to a multi-agency case management system approach. This system of determining the best method of providing participant intake, determining individual needs, assessment, employability development, career planning, competency attainment, job development/employer services, services and/or referrals to other agencies, will be pursued in cooperation with W-2, Job Service, Social Services, DVR, Experience Works, the technical colleges and other agencies involved with the provision of educational, employment and training services within WDA #7.

Once a customer has been determined in need of Intensive services, additional assessments will be done as part of a case management system. This assessment process will be accomplished through structured interviews, computer-based tools, paper and pencil measurement instruments, behavioral observations and personal employment information as it relates to the local labor market. It will be an on-going process that takes into consideration all factors affecting employment potential, including nontraditional employment. Workshops that entail motivation, life skills and job retention are utilized to enhance the assessment process. These activities will be performed by Job Center staff who are trained in case management and assessment.

Specific areas assessed will include education, employment history, legal, health and family issues, transportation problems, career interests, behavioral traits and basic skills. Staff may choose from a variety of tools that include, but are not limited to: ABLE 3 for basic skills; The Profile for thinking aptitude, behavioral traits and career interests.

Job Center staff will work in consort with other human resource service providers and the applicant/participant to reduce or eliminate potential barriers to employment. Recent assessments will be used in an effort to reduce duplication and an unnecessary burden on the participant.

Results will be documented in a Service Plan that may or may not indicate a need for Training Services. Should Training Services be called for, participants and trained Job Center case managers will agree on plan that may include the following services:

Basic Skills Training, Occupational Skills Training, On-the-Job Training Work Experience (paid & unpaid), High School Equivalency Programs, and Supportive Services. At all times, referral to non-One Stop partner programs or agencies will be a viable option, made available to the case manager and the participant through brochures and menus. Through this process, progress is linked to all services and activities that are both needed and appropriate for each individual served.

Outreach and recruitment to the significant population segments indicated will be accomplished through joint Job Center marketing efforts. Additionally, CEP has employed a full-time Marketing Specialist, who will develop strategies specifically designed to encourage Job Center service participation from the targeted groups.

- b. Address what service strategies (e.g., infrastructure relationships with Benefits Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for customers with disabilities.

The Job Centers include the Division of Vocational Rehabilitation which serves the disabled population. Along with that, the NWWIB as representation on the Board from organizations that assist disabled who give valuable input on service delivery to the disabled. The NWWIB received a grant from the state to hire a Disability Navigator who visits each Job Center on a regular basis and meets with clients assisting them with their needs.

- 5. DWD's research shows that WIA in Wisconsin serves a much larger proportion of women than men, yet women consistently earn less than men after exiting WIA in all WDAs. Identify any service strategies that the WDB is undertaking or is planning to undertake to treat women as a targeted population and focus more effort on assisting women to obtain higher paying and equitable jobs.

CEP staff will continue to discuss non-traditional occupations that tend to provide higher wages with women served with WIA funds. CEP has also chosen to focus on the high growth health care industry and has targeted serving women customers who have a proven occupational interest in that field.

- 6. Describe WDB policies and procedures to support UI Profiling activities.
At this time, UI Profiling is provided at all major Job Center locations in the WDA by Job Service staff in partnership with other co-located staff.

- 7. Describe the methods that have been developed to respond expeditiously to plant closings and layoffs. These methods are to address coordination with statewide rapid response activities as well as when statewide rapid response staff are not involved.

Under WIA, CEP has taken the lead in working with Job Center partners to develop and implement local rapid response activities in collaboration with the state. This arrangement will continue, with the WIB appraised and actively involved in these efforts.

§661.350(a)(6)
118(b)(5)

B. Title I Core Services

Sec. 134(d)(2) of WIA Title I lists the following core services as allowable under the Act:

- Eligibility determination
- Outreach and intake
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Job search and placement assistance
- Access to Labor Market Information
- Information on program providers
- Information on One-Stop system performance
- Information on available supportive services
- Follow-up services
- Information on filing unemployment compensation claims
- Assisting in establishing eligibility for employment and training programs not funded under WIA

1. Describe core services that will be provided in addition to those above. **The NWWIB also provides Core Support Services for uniforms and work clothes. The NWWIB has been active in providing business services to employers through the Job Centers, thereby, increasing placements and lowering worker retention.**

§663.150

2. Describe the WDB's design for Title I core services and how they fit with Wagner-Peyser Labor Exchange Services. (The Regulations ask for a description that shows these two sources of funds are not duplicative.) **The front line staff in the Job Centers are cross-trained in the program services of all partners. Customers desiring, for example, quick referral to job postings are served by Wagner-Peyser staff, while those desiring Intensive or Training services are referred to other partners. An exception to this occurs in those Job Centers devoid of Wagner-Peyser staff. In those locations, other partners handle all WIA Title I Core Services. Wagner-Peyser maintains full time staff only in the Phillips, Superior, Ashland; part time staff in the Hayward and Spooner Job Centers. The Job Service is presently discussing wider distribution of Wagner-Peyser staff in area job centers.**

The following Core Services will be available at each Job Center:

Eligibility Determination
 Outreach, Intake and Orientation
 Initial Assessment of Skill Levels, Aptitudes, Abilities and Support Services
 Labor Market Information
 Consumer Reports Information and Delivery System Performance Info
 Info on other Job Center Services
 Info in Filing UI Claims
 Assistance in Establishing Eligibility For Non-WIA Programs
 Resource Room Usage
 Workshops (Resume Writing, Job Seeking Skills, etc.)
 Job Referrals
 Internet Browsing

These services will be provided by Job Center staff being funded through the Counties, the Job Service, DVR and CEP (WIA Title I). Service provision may entail one agency performing all these functions in a particular location, joint funding of a resource specialist/receptionist, or agency function on a rotational basis according to a predetermined schedule. In no location will the same services be offered simultaneously under different funding streams.

3. Describe the WDB's policy for supportive services, and provide a copy of the policy as an attachment. (WIA defines supportive services to mean such things as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under Title I.)

134(e)

The WIB has approved a list of Supportive Services to be offered to participants in Core Services the support is:

**Mileage
Child Care
Interview Clothes
Uniforms
Work Clothing**

Intensive and Training can be provide other Support Services.

Limits and specific policies are as described in the general Supportive Services Policy shown as (Attachment XI - Support Services)

C. Intensive Services

Intensive services are services intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed.

§663.200

134(d)(3)

§663.200

Sec. 134(d)(3) of WIA Title I lists the following intensive as allowable under the Act:

- Comprehensive and specialized assessments
- Development of an individual employment plan
- Group and individual counseling
- Career planning
- Case management
- Pre-vocational services

1. Describe any intensive services that will be provided in addition to those identified above.

§663.200(a)

Additional Intensive Services offered are Private and Public Sector Work Experience, GED/HSED, Job Seeking Skills Workshops, Support Services.

2. Provide the WDB's definition of "self-sufficiency." (Self-sufficiency is a local assessment using LMI and other regional area issues.)

§663.230

WDA#7's definition of self sufficiency is: the customer's current wage is

above the annual average wage for the State of Wisconsin. This figure is updated yearly by contacting the local Labor Market Analyst.

3. Describe how these services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, W-2 and Adult Education. Coordination of these areas is important to improving services to customers as well as reducing redundancy and increasing efficiencies.

The Northwest Wisconsin Concentrated Employment Program, Inc. will provide all Intensive Services through the Job Centers. In addition, CEP holds itinerant offices in both counties lacking Comprehensive Job Centers (Bayfield and Iron). Staff will use the employment plans begun under Core Services to help guide Intensive Service provision. All services provided will be documented on an electronic Case Management System that will serve as a participant "virtual portfolio". Services offered will include, but not be limited to:

**Individual Job Counseling
Referral for AODA or Mental Health Counseling
Referral for Physical Disability Assessment
Job Development
Short Term, Pre-Vocational Training
Intensive Career Planning**

These will be accomplished using the Job Center network of partners and other community agencies. For example, physical assessments may be done by DVR staff.

Short Term Pre-Vocational Training may consist of computer based, self-paced training in both basic and technical skills for a career cluster area.

Activity in Intensive Services, as documented on a Case Management System, will be shared with partner agencies as per a participant release of information agreement.

D. Training Services

WIA Training Services should equip individuals to enter the workforce, with priority on demand industries and occupations, and to retain employment with family-supporting wages.

1. Of the amount the WDB has allocated for training, identify the percentage of training funds earmarked for Individual Training Accounts (ITA), On-the-Job Training (OJT), and customized training.

Adults:	Training Services total:	<u>64%</u>
	ITA	11%
	On the Job Training:	24%
	Customized Training:	13%
Dislocated Workers:	Training Services total:	<u>70%</u>
	ITA	23%
	On the Job Training:	18%
	Customized Training:	11%

134(d)(4)

<p>2. Describe the WDB's policy for its ITA system including limits on duration and amount.</p> <p>(Attachment XII - ITA Policy)</p>	§663.420(c)
<p>3. Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable.</p>	§661.350(a)(10) §663.535 §663.430(a)(2)
<p>a. Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount.</p>	
<p>(Attachment XIII (OJT) and Attachment XIV (Customized Training)</p>	
<p>b. If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the process to be used in selecting providers under a contract for services.</p> <p>The WIB has made no such determination.</p>	
<p>c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.</p> <p>The WIB remains committed to serving all populations, including those facing multiple barriers to employment. Specific effectiveness criteria for agencies serving these populations have been based on past performance of the WIA Training Services provider (CEP). The WIB will apply the same performance criteria as negotiated with the state to special participant populations as with others, with the exception that a priority of service system will be used. This system assigns priority via a point system to participants as follows:</p>	§663.430(a)(2)
<p>4. Describe the Local Board policies for the following and provide copies as an attachment:</p>	
<p>a. WDBs are given flexibility to decide the documentation they wish to use to justify a participant's "need for training." Describe the documentation required to demonstrate a "need for training."</p>	§663.310(b)
<p>The WIB will use the Northwest Wisconsin Concentrated Employment Program, Inc. case management system to document a need for training. This systematically walks both the case manager and client through the tiers of service leading to training. The case management system will document past employment history, assessment, current labor market conditions, and intensive job counseling that may warrant provision of training. Case Management information regarding need for training will be shared with the Job Center partners according to a participant release of information agreement.</p>	
<p>b. Needs Related Payments</p> <p>The WIB has not expressed a desire to offer Needs Related Payments as a service option.</p>	§663.815 134(e)(3)

E. Youth Program

The U.S. Employment and Training Association, in collaboration with the U.S. Departments of Education, Health and Human Services, and Justice has developed a new strategic vision to more effectively serve out-of-school youth and those at risk of dropping out. These youth are an important part of the new workforce supply needed by businesses to fill vacancies in a knowledge-based economy.

§663.815

WIA programs and services should serve as a catalyst to connect these youth, as well as other high risk youth (youth in or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth), with quality secondary and post-secondary educational opportunities and high-growth and other employment opportunities. WIA expects a comprehensive strategy of services to youth that includes multiple partners and strong connections to and integration into the Job Center System.

1. Describe the framework for the local youth program, including:

§664.400(b)

a. How it will be integrated into the one-stop system.

Through June 30, 2001 the grant recipient/fiscal agent staff (Northwest Wisconsin CEP, Inc.) has been delivering the 10 youth program elements including the design framework component services for intake, assessment, case management and the development of individual service strategies. Northwest Wisconsin CEP, Inc. has also provided the summer employment opportunities program. Since June 28 2001, the Northwest WIB voted to name the Northwest CEP as the region's Youth Provider for a two year period. This two year plan has been implemented every two years since then. The Northwest CEP will remain the region's Youth Provider until June 2006 when the two year period is up for bids. Youth programming will be available at all One-Stop Job Centers, primarily through the presence of Northwest Wisconsin Concentrated Employment Program, Inc. staff. CEP staff also use an itinerant office outreach strategy to take local youth programs into communities that would otherwise be geographically isolated from existing Job Centers. Under WIA, these services will be closely coordinated with other local youth programming, such as may exist under Community Reinvestment funds.

The major partners involved in service delivery to youth are the Cooperative Educational Services Agency #12 (CESA), secondary schools, county Human Service Agencies and the Technical Colleges. Additionally, CEP is a provider of WIA, TANF, Youth Apprenticeship and School to Work programming. The involvement of these programs in both governance and management of the One Stops ensures non-duplication of effort.

More importantly, it greatly facilitates a comprehensive and seamless service delivery structure. There are virtually no major providers of youth services in the ten county WDA who are not represented on either the Youth Council, the WIB or the LCPT.

- b. How this design will coordinate with other youth programs such as foster care, education, school-to-work, youth apprenticeship programs, Temporary Assistance for Needy Families youth programs and other relevant youth resources.

The WIB's Youth Council will play a critical role in coordinating WIA Youth Programs with other youth initiatives offered in the northwest region. Their presence in the Job Centers of CEP ensures coordination with school to work, youth apprenticeship and TANF youth programs, as the CEP is also the area's grant recipient and program provider for those initiatives.

Coordination with the education community has occurred through these programs, as well as through partnerships with the area's largest CESA. Other providers of youth services, such as the Department of Vocational Rehabilitation, Human Services, the Technical Colleges and Job Service create a full menu of opportunities for youth consistent with the WIA. The Youth Council was responsible for creating an area wide Youth Resources Guide that was integral to service providers in their assistance to area youth.

The specific mechanism through which coordination will occur on a field level is the electronic case management system operated by CEP. CEP is currently attempting to update this system in such a way that it will be Web-based. This will allow, under certain security conditions, partner youth service agencies to approach case management of individual youth in a holistic and non-duplicative manner. Until this system is operational, CEP will continue to use its case management system to document all services received by youth, and to share it with relevant agencies as per release of information agreements and client confidentiality permission.

Additional programs that are not major partners in the One Stop Job Center operations, but that are part of the WIB's coordination efforts, include 4-H programs administered by the University Extension Service, and town recreational services.

- c. How this design will ensure coordination between other WIA Title I youth programs such as Job Corps, and others in the local area.
The Northwest Wisconsin Concentrated Employment Program, Inc. has maintained a referral and follow-up agreement with the Job Corps. No Job Corps exists in this WDA, and referrals are limited. However, an official referral mechanism does exist with the Job Corps. Primarily, these referrals are from the Job Corps to CEP for youth being released from a Corps center. These referrals are accomplished through the Job Corp's Joint Action in Community Service (JACS) program. The area is not eligible for a Youth Opportunity Grant.

- d. How this framework will ensure that youth who are not eligible for WIA have access to youth services within the Job Center system.
In addition to being a service provider for TANF, youth apprenticeship and tech prep programming, the Northwest Wisconsin Concentrated Employment Program, Inc. maintains, through the WIB membership, close working relationships to youth service agencies who may or may not be co-located in the Job Centers. These agencies include the Department of Vocational Rehabilitation, the Cooperative Educational Services Agencies #s 9, 10 and 12, the secondary school districts directly, and post secondary education. MOU's will ensure that the collaboration and coordination that now exists will continue as modified under the WIA. CEP has also published resource books for each county listing non WIA youth services and how to access them.

2. Describe how the WDA will, in general, provide the youth program elements within the youth program design. In particular, discuss the following:

§664.400(b)
 §664.410

- Preparation for post-secondary educational opportunities
- Strong linkages between academic and occupational learning
- Preparation for unsubsidized employment opportunities
- Effective linkages with intermediaries with strong employer connections
- Alternative secondary school services
- Summer employment opportunities
- Paid and unpaid work experiences
- Occupation skill training
- Leadership development opportunities
- Comprehensive guidance and counseling
- Supportive services
- Follow-up services
- Preparation for post-secondary educational opportunities;
- Strong linkages between academic and occupational learning;

CEP offers work-based learning experiences both during the summer and the school year. Services may include case managers developing tasks in coordination with supervisor that facilitate transition of skills from academics to implementation. Work experiences are structured around learning goals that will assist customer to meet literacy standards in preparation for post-secondary education.

- Preparation for unsubsidized employment opportunities;

A full array of job seeking, resume writing, job retention and other employment prep workshops will be provided.

- Effective linkages with intermediaries with strong employer connections;

No intermediaries are necessary in this WDA. Through such mechanisms as Technical College Employer Advisory Committees, the Tech Prep Consortium, and CEP's network of field offices and on-site employer visits, these linkages exist and will continue.

- Alternative secondary school services;

While there are few alternative schools in this WDA, indications are that the number is growing. The WIB will ensure that services are offered to emerging alternative schools. The WIB will coordinate services with local Alternative Education/Learning Centers to provide opportunities for youth to earn academic credit through work experience.

- Summer employment opportunities;

CEP will offer summer employment to youth as part of their year-round services. Crex Meadows Camp will be the backbone of our summer opportunities for youth. However, we will also target public and private worksites willing to provide work-based learning utilizing the SCANS skills and job specific job duties to apply academics on the job. We may also have a non-financial agreement with local school locals to provide work slots for youth attending summer school.

- Paid and unpaid work experiences;

Again, these experiences are provided primarily by CEP. CEP offers paid work experience, on-the-job training and unpaid job shadowing in the public, private, for profit or non-profit sectors. Many of the youth receive high school credit for this experience.

- Occupation skill training;

CEP will offer WIA Adult ITAs, when appropriate according to ISS, to youth age 18-21. They must be co-enrolled in AP. Also available to all youth, if supported by assessments, will be summer employment, on-the-job training, short-term classroom-type instruction and other work experiences. Non-traditional training will also be offered.

- Leadership development opportunities;

The WDA offers a wide variety of programs that build the citizenship and leadership qualities in our youth. CEP offers many workshops that offer training in work behavior and life skills. CEP also works closely with local youth organizations offering these leadership development services, and encourage youth to become involved in extra-curricular activities. Staff can help the youth select a community service activity based on career interest or personal concerns. Referrals to Job Corps may also be appropriate. Assistant or Peer Counselor at Crex Meadows Camp also provides excellent leadership skills

- Comprehensive guidance and counseling;

CEP staff will provide mentoring to youth during their participation in WIA. Staff will also coordinate services with community adults, including instructors, counselors, or agencies such as Kinship to ensure that youth have a caring adult to assist them in their positive development.

- Supportive services;

The services, including transportation, child care, equipment, clothing, tools, eyeglasses, etc. are presently provided by the Northwest Wisconsin Concentrated Employment Program, Inc. The WIB has made no indication that such services are inappropriate for this WDA. **(Attachment XV Support Services)**

and

- Follow-up services.

CEP will offer follow-up services following exit that include mentoring, leadership development activities, assistance with job retention and referral to other resources to continue education and job advancement. These services will focus on the youths' needs for intervention or new strategies to enable them to follow their plans. Staff will document follow-through services in the customer's case notes *for at least 12 months after WIA exit.*

3. Youth Definitions

- Provide your local definition of the sixth youth eligibility criterion – "An individual who requires additional assistance to complete an educational program, or to secure and hold employment." The locally developed eligibility criterion must be specific, measurable, and different than the five federally specified barriers/criteria (basic literacy skills deficient; school dropout; homeless, runaway or foster child; pregnant or parenting; offender)

The WIB has elected to adopt the following:

"Youth will be determined as needing additional assistance if they:

- * Lack job specific skills or,**
- * Lack Work Readiness Skills."**

The WIB will use a variety of tools for youth assessment. In addition to using school based or other agency assessments that have been completed in a reasonably recent timeframe, CEP will administer one or all of the following:

The Profile - this measures twenty-one soft-skill areas in three main groups: Thinking (math, communication), Behavioral Traits (personality), and Interests (career). The information can be matched to existing job requirements as they have been analyzed in the WDA, or with the federal O*Net database. Resultant reports generate, among others, a mentoring plan.

Working Assessment– this establishes a SCANS benchmark, giving a case manager objective information about strengths and weakness in broad SCANS skills, allowing the case manager to develop a customized mentoring plan. Youth are given this assessment as a requirement to enroll in any work related service such as work experience or on-the-job training.

Each of the above tools are used in conjunction with the Case Manager's assessments based on participant interviews, and as documented in case notes. The assessment is customer-centered and a diagnostic evaluation of a participant's employment barriers taking into account the participant's family situation, work history, education, basic and occupational skills, interests, aptitudes (including nontraditional), attitude towards

101(13)(C)(vi)
§664.210

work, motivation, behavior patterns affecting employment potential, financial resources and needs, supportive service needs and personal employment information as it relates to the local labor market. All youth (including drop-outs, truants and non-attendees) involved in intensive or training services are given these assessments.

- b. Provide your local definition of "deficient in basic literacy skills" criterion.

101(13)(C)(i)
§664.205

The WIB has adopted the following:

"Youth who are operating below a 9th grade level in reading or math are to be considered deficient."

4. The proposed WIA reauthorization law is placing an increased focus on serving out-of-school youth rather than in-school youth. Describe the process you will use to target services toward out-of-school youth.

129(c)(4)(A)

Business Consultants target area employers with out-of-school youth employees to offer skill upgrade training for career advancement. Employment Specialists visit local post-secondary schools to recruit out-of-school youth for training assistance and also job search assistance after graduation. Employment Specialists also utilize the Talent Profiling System to recruit out-of-school youth into the Job Centers for services that include career assessment, HSED and other available services.

5. Describe how the WDB will target and serve youth most in need of services such as youth aging out of foster care, youth offenders, and others as listed above.

Employment Specialists already have relationships with agencies serving these youth. Available services information will continue to be shared with these agencies. Recruiting brochures and any Job Fairs or similar events of interest to youth will also be shared.

6. Describe the criteria and process to be used in awarding grants for youth activities, including criteria to identify effective and ineffective youth activities and providers.

§661.350(a)(7)

Service deliverers must have activity across the ten county WDA, a proven track record in implementing and tracking the use of SCANS as a benchmark of effectiveness, proven fiscal compliance and accountability, and a service model in all participating school districts in the ten county area. The Youth Council may develop other criteria. Criteria used to determine effectiveness in youth service delivery have been based, at this time, on past performance with similar programming and against similar performance standards. The WIB will examine this issue again as performance standards are set through the negotiation process.

- F. New Service Delivery Strategies for WDAs Failing Performance Measures
As required by WIA, WDBs that have failed the same performance measure for more than one year must highlight any new or innovative service delivery strategies the WDB has engaged in or is planning to implement to maximize resources, increase service levels, improve service quality, achieve better integration, improve performance levels, or meet other goals. Include in your description the initiative's general design, anticipated outcomes, partners involved, and funds leveraged.

WDA #7 has not failed any performance measures

E. Strategies for Faith-based and Community Organizations

1. Describe those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system.

Brief discussions have taken place by the WIB to include Faith-based organizations. Other community organizations have always been active partners in the WDA #7 One-Stop delivery system. As an example, North Country Independent Living (NCIL) Center has been selected as contract service provider to the WIB for the DOL Disability Navigator program. A staff member from NCIL is dedicating 100% of his time as the person responsible for onsite navigator activities in the 8 Job Center locations in WDA #7. Their level of expertise in working with persons with disabilities makes NCIL a top choice in insuring success of the program. Other community organizations, including Faith-based, will be given opportunities for participation provided they can offer unique and successful services as active partners in One-Stop system.

2. Describe those activities to be undertaken to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the State.
3. **CEP has begun providing job seeker and student services via the web. These services are typically accessed from any location with an Internet connection by the constituents of faith based and community based organizations. Community based organizations that are available to Job Center clients is the Indianhead Community Action Agency that provides such services as transportation, crossroads literacy, head start, home health/home services, housing development, job and business development, kinship for children, elderly, and handicapped, and Outreach; the NCIL provides the Disability Navigator position that operates in the Job Centers to assist clients; Northwest Community Services Action Agency provides transportation services to clients in our rural area; and the Superior Vocations Center provides services to clients with disabilities and other barriers to employment.**

VI. Service Providers and Oversight

A. Selection of Service Providers

1. Describe the process the WDB will use to select service providers for the following types of services: **(Attachment XVI - WIB Organizational Chart & NWWIB Membership List)**

a. Core services

The WIB has decided to retain the current Core Service providers as they exist at each location. The WIB will examine the performance of each Job Center in one year to determine if any changes should be made. The WIB will rely on the advice and fact-finding of the Local Collaborative Planning Team. The WIB has no plans at this time to select new Core Service Providers.

b. Intensive services

The WIB has decided to select the Northwest Wisconsin Concentrated Employment Program, Inc. as the Intensive Service provider. No other interested providers responded to the public

notification postings, and no other WIB or LCPT member indicated a desire to provide these services.

c. Youth services

Service deliverers must have activity across the ten county WDA, a proven track record in implementing and tracking the use of SCANS as a benchmark of effectiveness, proven fiscal compliance and accountability, and a service model in all participating school districts in the ten county area. The Youth Council may develop other criteria.

Criteria used to determine effectiveness in youth service delivery have been based, at this time, on past performance with similar programming and against similar performance standards. The WIB will examine this issue again as performance standards are set through the negotiation process.

2. Describe how and where the services will be provided and who will provide them for the following types of services:

a. Core services

The following agencies will provide Core Services:

Job Service

Department of Vocational Rehabilitation

County Human Service Departments

Northwest CEP, Inc.

Services will be provided through the Job Centers, and at each of the individual Core Service Provider locations. When provided at those individual locations, documentation of the service will be forwarded along with a referral to the Job Center. For example, a participant may receive assessment services at a DVR location. The DVR staff may then refer that participant to his or her local Job Center for further services. The assessment information will be sent to that Job Center along with the referral.

b. Intensive services

The Northwest Wisconsin Concentrated Employment Program, Inc. will provide all Intensive Services through the Job Centers. In addition, CEP holds itinerant offices in both counties lacking Comprehensive Job Centers (Bayfield and Iron). Staff will use the employment plans begun under Core Services to help guide Intensive Service provision. All services provided will be documented on an electronic Case Management System that will serve as a participant "virtual portfolio". Services offered will include, but not be limited to:

Individual Job Counseling

Referral for AODA or Mental Health Counseling

Referral for Physical Disability Assessment

Job Development

Short Term, Pre-Vocational Training

Intensive Career Planning

Work Experience

Support Services

These will be accomplished using the Job Center network of partners and other community agencies. For example, physical assessments may be done by DVR staff.

Short Term Pre-Vocational Training may consist of computer based, self-paced training in both basic and technical skills for a career cluster area.

Activity in Intensive Services, as documented on a Case Management System, will be shared with partner agencies as per a participant release of information agreement.

c. Youth services

Services to youth are and will continue to be provided at the local Job Centers, High Schools, Alternative Schools, Technical Schools and any other local community based organizations that provide services to the youth. Youth are made aware of services by either a referral from any of the above or by the outreach that CEP staff does in the local communities. CEP, Inc. staff provides most of the youth services. This is done by staff traveling to any of the above to conduct face-to-face meetings with the youth and by monitoring completion of assignments electronically. Employment Specialists coordinate services such as mentoring, AODA counseling and other services as indicated by the youth's ISS with the local organizations who have the staff to provide these services. These organizations may or may not be part of the WDB. Because the majority of WDA# 7 is rural, success of any local providers of such services are well known and coordination of services and follow-up of the youth's success is accomplished in face-to-face meetings or emails.

3. Provide an organizational chart showing staff and administration of all service providers for the following types of services:

(Attachment XVII WIB Organizational/CEP Staff Organizational Chart)

- a. Core services
- b. Intensive services
- c. Youth services

B. Oversight and Training of Service Providers

1. Describe the monitoring and oversight procedures the WDB uses.

The WIB has oversight of all WIA budget information which is shared with the WIA partners. Through WIB Board and WIB sub-committee meeting minutes, WIA partners are kept apprised of all activities taking place in the Job Centers with WIA funding. The Job Centers provide employer and job seeker customer satisfaction surveys to monitor the quality of services provided. The Job Centers keep track of customer activity counts monthly through recording the number of people who come in to utilize Job Center services, inquiring about Job Center services or through phone calls about Job Center services.

2. Describe how staff providing services are trained in use of the ASSET system and the WIA program.

New CEP staff attends ASSET & WIA training provided by Madison. Veteran staff also attends relevant training sessions in Madison. Most training occurs in-house and is provided by CEP staff. Various staff

meetings are held monthly where updates and training occur.

3. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system. CEP has two MIS staff who enter data into the ASSET system after reviewing enrollments from field offices. MIS staff enters data into ASSET only after a quality control check is completed. The field staff is directed to send enrollments within a strict time frame allowing MIS to review and enter data within the parameters set forth by DWD. CEP uses an internal client management system (IRMA). The Supervisor of MIS staff monitors entry dates in both IRMA and ASSET. Using IRMA, the CEP Data Analyst is able to develop real-time reports allowing the Supervisor to compare entries for accuracy and timeliness. If IRMA was allowed to interface with ASSET in corresponding data fields, the monitoring and entry of data could be streamlined.


4. Describe any local data systems in use to record and track participants. CEP, Inc. has developed an internal client management system (IRMA). Local office staff enters all customers, regardless of funding source into IRMA. IRMA is internet based allowing supervisors or any staff to access the information from any location. IRMA's data is updated hourly affording CEP the opportunity of real-time reports. IRMA allows CEP to query any data entered to develop reports. IE: the status of any of CEP's performance measures, demographics of people served, funding obligated or expended on any client, prior work history and where customer found employment by employer and/or industry and if they were retained or upgraded. IRMA also includes Business Services functions that allow CEP to query from the employer data base. Reports include the type of businesses by NAICS code; possibility of growth based on hiring status and IRMA provides quotes and invoices for any fee-for-service products. IRMA interfaces with CEP's accounting system allowing payments to be entered for customer services. CEP's Fiscal Department can monitor payments at any time. Local staff receives monthly reports on the status of their performance and spending. These reports are reviewed at monthly staff meetings and strategic planning takes place to ensure CEP's goals are exceeded.

VII. Performance and Accountability

Increased performance accountability is a central feature of WIA and remains a strategic priority for the DOL. DOL has developed a set of performance measures for federally funded employment and training programs. These measures are intended to help describe the core purposes of the workforce system: how many people found jobs; how many stayed employed; and earnings increase.

It is DOL's intent to begin data collection in support of these performance measures to the extent feasible effective July 1, 2005, for Program Year 2005. DOL will be publishing proposed reporting and recordkeeping requirements for the measures in a future *Federal Register* Notice.

WIA requires the negotiation of core performance indicators for WIA Title I services for adults, dislocated workers, youth aged 19 - 21 and youth aged 14 - 18. DWD will negotiate local performance levels with each WDB and state levels with the DOL. The negotiations between DWD and DOL will impact local performance levels. Resources to assist in determining local performance levels are available on the DWD/WIA website.

 Performance Resources

- A. If the WDB has developed performance standards, in addition to those required by WIA, what criteria were used to develop these local area performance standards? Describe how these standards will be evaluated and corrective actions that will be taken if the performance falls short of expectations.

The Job Center provides employer and job seeker customer satisfaction surveys to monitor the quality of services provided. The Job Centers keep track of customer activity counts monthly through recording the number of people who come in to utilize Job Center services, inquiring about Job Center services or through phone calls to measure the performance of the Job Centers. The WIB's Strategic Plan is a continuous improvement tool to measure performance data to make improvements. The Strategic Plan has expectations of the WIB to direct the WIB One Stop Operator to meet annually to complete the One Stop Operator Agreement (Attachment XVIII).

- B. Describe the local area continuous improvement activities and how performance data will contribute to this process.

As mentioned above IRMA provides CEP, Inc. with real-time performance reports that are used at monthly staff meetings to strategize on improvements if necessary. CEP, Inc. has broadened the services provided to employers. These employer services have proven successful by having a possible effect on CEP's performance. The Local Collaborative Planning team has been investigating quality service strategies that can be used to monitor Job Center staff effectiveness in providing the appropriate services in a professional manner.

- C. Based on DWD's research, post-exit employment data from Program Years 2001-2003 shows that WIA Title 1 participants are successful in obtaining employment, but are not as successful in retaining employment. Some WDAs show a 30-50% drop in employed participants from the third to fifth quarter

§666
§661.350(a)(4)

after exit. This phenomenon impacts nearly all performance measures, but is particularly detrimental to the Adult 6 Months Earnings Change measure. As a result, retention strategies are a key performance theme.

Provide a detailed description on how you are focusing your follow-up services to emphasize retention strategies, or how you have changed or plan to change your program services that are provided during program participation to ensure retention success before participants exit the program and become harder to reach.

WDA #7 has not had any major drop in retention of employed customers. What has been noted in follow-up calls is that customer's are no longer employed for a variety of reasons that the WIB cannot address such as marriage, birth of children, personal choice or death. Employment Specialists will continue their monthly follow-up calls to offer counseling and support to retain employment. Employment Specialists also gather Supplemental Data on those exits not found in the UI System at time of retention follow-up by State.

VIII. Assurances and Signatures

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of WIA.
2. The WDB and chief elected official assure that they will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.
4. The WDB assures that veterans will be afforded employment and training activities authorized in section 134 of WIA.
5. The WDB assures that all WIA participants will be exposed to full range of career choices including orienting and exposing women to training and jobs with family-supporting wages that traditionally women have not held.
6. The WDB assures that no funds received under WIA will be used to assist, promote, or deter union organizing.
7. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990.
8. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
9. The WDB assures that funds will be spent in accordance with WIA legislation, regulations, written DOL Guidance, and all other applicable federal and state laws.

NOTE: Signatures are also required on the Certifications in the Forms c and d.

This plan has been developed for the Northwest Wisconsin #7 Workforce Development Area in accordance with the terms of the Workforce Investment Act.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): _____

Signature: _____ Date: _____

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): _____

Title: _____

Signature: _____ Date: _____

Local Elected Officials (Optional):

Name (type or print): _____

Title: _____

Signature: _____ Date: _____

Name (type or print): _____

Title: _____

Signature: _____ Date: _____

etc. for the number of counties in the area.

WDB MEMBERSHIP FORM

(Use additional sheets if necessary)

WDA # _____

Contact Person _____

Required Membership _____

Date Changed _____

Member Name & Title (number each entry)	Business or Organization's Name and Address	Sector (Public or Private)	Organization nominated by (where required)	Term Starts on (M/DD/YY)	Term Ends on (M/DD/YY)	Sex (M/F)	Minority (Y/N)	NAICS Code *	Firm Size (Large/ Small)

*Enter the appropriate NAICS Code that can be found on the U.S. Census Bureau website at <http://www.census.gov/epcd/naics02/naicod02.htm>

YOUTH COUNCIL MEMBERSHIP FORM

(Use additional sheets if necessary)

WDA # _____

Contact Person _____

Date Changed _____

Category *	Member Name, Address, Phone Number, and e-mail Address	Organization	Nomination Process**	Selection Process**

* Youth Council Category – Insert the number that corresponds to the appropriate category: 1 – Youth Services Agencies, including Juvenile Justice and Law Enforcement Agencies; 2 – Local Public Housing Authorities; 3 – Parents of Eligible Youth; 4 – Former Participants; 5 – Job Corps; 6 – WDB Members; 7 – Other Individuals

** Not required for WDB Members

**Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS WHICH ARE
AN INTEGRAL PART OF THE CERTIFICATION**

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative

Signature

Date

Instructions for Certification

1. By signing and submitting this proposal, the prospective recipient of Federal assistance funds is providing the certification as set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective recipient of Federal assistance funds knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Department of Labor (DOL) may pursue available remedies, including suspension and/or debarment.
3. The prospective recipient of Federal assistance funds shall provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective recipient of Federal assistance funds learns that its certification was erroneous when submitted or has become erroneous by reason of charged circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective recipient of Federal assistance funds agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the DOL.
6. The prospective recipient of Federal assistance funds further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to check the List of Parties Excluded from Procurement or Nonprocurement Programs.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the DOL may pursue available remedies, including suspension and/or debarment.

CERTIFICATION REGARDING LOBBYING
CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all* subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all* subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

	WIA Title I-B
Grantee/Contractor Organization	Program/Title

Name of Certifying Official	Signature	Date
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*Note: In these instances, "All," in the Final Rule is expected to be clarified to show that it applies to covered contract/grant transactions over \$100,000 (per OMB).

Attachment A

Wisconsin has the second highest percentage of manufacturing jobs per its total job market in the United States. Within manufacturing, Wisconsin has extraordinary strength in wood and lumber products, fabricated metals, machinery, electrical equipment & appliances, computer & electronic products, transportation equipment, food products, paper manufacturing, printing, and plastics & rubber products. It has a very strong and growing health services industry. It has a very strong post-secondary education industry – both private and publicly owned. It has a vibrant and growing leisure and hospitality industry.

Growth and Decline

Growth Industries in the next decade:

- Health care is growing and will continue to grow in the short term and in the long term.
- Retail and wholesale trade are growing and will continue to grow in the short term and in the long term.
- Professional and business services are growing and will continue to grow in the short term and in the long term.
- Construction is growing and will continue to grow in the short term and in the long term.
- Leisure and hospitality is growing and will continue to grow in the short term and in the long term.

Declining industries in the next decade:

- Manufacturing has gone through a devastating job loss since 2000. In the short term it is growing in recovery. It is not expected to be a long term growth industry for the state.
- Government employment is declining in Wisconsin and will likely continue to do so in the short term.

Growth occupations in the next decade:

- Of the thirty occupations expected to grow over the next ten years, fifteen are health care occupations and nine are computer technology occupations. These occupations are growing in the short term and they are expected to continue growing in the long term.

Declining occupations in the next decade:

- The occupations declining in employment over the short term and the long term include many clerical and administrative support occupations, many machine operators and production occupations – such as assemblers.

Demand for Skilled workers and Jobs

Health care as an industry and nurses, and medical assistants and therapists as occupations have immediate demand for skilled workers. It is estimated that there might currently be a demand for as many as 7,500 to 8,500 workers per year, replacement and growth. That figure is likely to grow somewhat in the long term.

Computer technology occupations are projected to see a high demand over the next several years. The industries these occupations are found in are many and diverse, including financial activities, information and professional and business services. Although the burst in the high tech industry has many computer technology workers unable to find immediate employment, in the long term it is expected to furnish as many as 5,500 to 7,500 jobs annually.

Attachment A

Jobs/Occupations critical to the State's economy

Wisconsin's economy is in transition from a traditional manufacturing economy with a large number of production occupations to a much more diverse economy relying on much more technical occupations. This is occurring in manufacturing, in health care, in professional and business services, etc. So certainly health care technicians and technologists, computer technology professionals, industrial technology workers, truck drivers, customer service representatives, first/line supervisors in administrative services, production, retail trade and health care are among the most critical positions in the State's economy.

Computer skills, customer service skills (interpersonal interaction and communications skills), computer aided production machinery operational skills, health care delivery skills (nursing, health care technology skills), math and problem solving skills, managerial and team leadership skills, are among the most critical skills needed in the state's available, critical and projected jobs.

Labor Pool Demographics

Wisconsin's present and projected workforce is characterized by a more than normally large baby boom cohort. Wisconsin, being a predominantly white non Hispanic population had a very large baby boom and subsequently has a very large cohort of 41 to 59 year old persons. The state also has not been a magnet state for new arrivals of immigrant populations and thus has not experienced large numbers of young replacement workers. Additionally, the large and particularly vibrant metropolitan areas like Minneapolis/St. Paul, MN and Chicago, IL have drawn a particularly large population of recent Wisconsin college graduates. This has given Wisconsin early glimpses of worker shortages that are very likely to be exaggerated in the relatively near future.

Migration Patterns impacting the labor pool

Wisconsin has experienced some very different in-migration/out-migration influences and trends. In-migration for Wisconsin has always included a fairly large contingent of migrant workers who have historically labored in Wisconsin's agricultural and food packaging industries. Many of the migrant workers have been attracted to other Wisconsin industries in recent years leaving voids in the agricultural and food packaging industries.

In recent years, Wisconsin has experienced considerable in-migration of residents into Wisconsin counties directly adjacent to the Twin Cities and Chicago markets. However, these new in-migration residents have jobs in the Twin Cities and Chicago markets. Rather than alleviate worker shortages, these new arrivals actually increase the need for service workers in the communities in which they now reside. They also create housing shortages and escalating housing costs for workers in the communities they are moving into.

Out-migrations are occurring among Wisconsin's young, but particularly its young highly educated populations. Many of Wisconsin's young recently highly educated population are migrating to large dynamic metropolitan areas in the Midwest and other places in the country. These young people are very often attracted by the new industrial compositions of those communities.

Projected Skill Gaps

Certainly at the top of the list of current and projected gaps are skills needed in health care. This includes nursing skills, health care diagnostics skills, technologists and technicians, and therapists. These skills are in demand today and the demand will only intensify over the next decade.

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Computer technology skills for numerous applications are in demand today, but the technology bubble burst has taken these requisite skills off the immediate radar screen. The need and demand for these skills will return very shortly as the economy begins to recover.

Craft skills, particularly in building trades will be in great demand over the next decade, as that industry faces increasing demand and certain large scale retirements creating an additional demand.

Workforce development issues

The most important workforce development issue identified by the State is better utilization of previously under-utilized workers. This includes minority workers, workers with disabilities, older workers, females, and others. Often this means addressing barriers faced by these population groups, transportation, childcare, as well as education and training.

The connection of workforce development to economic development has also been identified as a major issue in the state's economic success. Economic development, that recognizes the hidden workforce and partners and collaborates with the workforce development community to make sure the economic development activities fully utilize the potential labor force.

The State has prioritized a number of industries as one strategy to address its future economic health. The Governor has put forth an economic development strategy entitled "Grow Wisconsin" which recognizes the need to develop training around several key industries in the State. That economic development plan has been integrated into the State's workforce development plans including the use of WIA funds. Targeted industries include: health care; construction and apprenticed craft occupations; manufacturing, with special emphasis on high end, high productivity, high wage firms; and biotech research and development firms. There is also emphasis on assisting the Milwaukee area to be a world-class urban center, as it has been throughout its history.